GW Taking the Lead on Diversity and Inclusion

In late Spring 2010, President Knapp created the Council on Diversity and Inclusion, charging them with generating ideas and recommendations for increasing our effectiveness in reaching out to people of all backgrounds. As part of this initiative, four working groups reporting to the Council were also created, dealing with faculty experiences, student experiences, staff experiences, and the broader community of which GW is a part.

Dr. Offermann is a member of the faculty experience work group, charged with making recommendations about how to make GW a place where diverse faculty can all find a productive and welcoming home. Feedback from all of these groups will go to the Council and be coordinated through a newly-appointed Vice Provost for Diversity and Inclusion. On February 24, after a nationwide search, GW filled this new position with Dr. Terri Harris Reed (shown above). Dr. Reed comes to GW from Princeton University, where she was the Vice President for Institutional Equity and Diversity. She holds a Ph.D. in rhetoric and intercultural communication from Howard University, and begins at GW on May 23. With the leadership of President Knapp, Dr. Reed, and the Diversity Council, GW is certainly showing itself to be at the forefront of efforts to make universities places where all are welcome.

Crossroads Seminar: The Science & Practice of Teamwork

For the 2011 installment of the Crossroads Seminar Series, the I/O Psychology Department and the Department of Organizational Sciences and Communication were delighted to welcome Dr. Eduardo Salas to the University. Dr. Salas’s presentation, entitled The Science and Practice of Team Performance: A Quarter Century of Progress, gave students and faculty an idea of the cutting edge research in the teams literature. Dr. Salas managed to integrate 25 years of teams research into a 45-minute long presentation, while keeping the audience thoroughly engaged.

Dr. Salas, the current SIOP President, is a faculty member at the University of Central Florida and is one of the most prominent researchers in the teams field. In addition, Dr. Salas is the Program Director for the Human Systems Integration Department at the Institute for Simulation and Training. Prior to his academic career, Dr. Salas worked as a researcher for the United States Navy. Over his illustrious career, Dr. Salas has co-authored over 300 journal articles and book chapters and has co-edited 15 books.
YOU’RE INVITED

Our program will be gathering for dinner on Thursday, April 14th at GIOCO. GW’s Alumni Association will treat you to one free drink and h’ors d’oeuvres before dinner at 7. Please contact Dr. Costanza at dcostanz@gwu.edu for details and to RSVP.

GW @ SIOP 2011


Basford, T. E., & Offermann, L. R. (2011, April). Beyond leadership: Coworker influence on motivation and intent to stay. Paper to be presented Friday, 2:00 PM

Behrend, T. S., Sharek, D. S., Meade, A. W., & Wiebe, E. N. (2011, April). The viability of crowdsourcing for survey research. Paper to be presented Friday, 2:00 PM

Courtney-Hays, J., Carswell, J., Cucina, J., Melcher, K., & Vassar, A. (2011, April). Variety is the spice of validation: Moving beyond traditional criteria. Panel discussion to be held Saturday, 1:30 PM

Cucina, J., Walmsley P., Gast, I., Martin, N., & Curtin, P. (2011, April). Survey drivers – Are we driving down the right road. Paper to be presented Friday, 3:30 PM


De Graaf, S. B., & Black, J. (2011, April). Lost in translation: Early practitioners tell all. Roundtable discussion to be held Friday, 10:30 AM

Donovan, M., Kamin, A., Waldera, L., & Gast, I. (2011, April). A day in the life of an I-O psychologist. Panel discussion to be held Thursday, 12:00 PM

Kaminsky, S. E., Badger, J. M., & Behrend, T. S. (2011, April). Employee recruitment in virtual worlds: Effects on information transfer. Symposium to be presented Thursday, 12:00 PM

Kepes, S., McDaniel, M., Banks, G., Hurtz, G., & Donovan, J. (2011, April). Publication bias and the validity of the big five. Paper to be presented Thursday, 3:30 PM.

McDaniel, M., Gutman, A., Copus, D., Outtz, J., & Sharf, J. (2011, April). Abolish the uniform guidelines. Panel discussion to be held Thursday, 12:30 PM

Looking for something to do in your spare time at SIOP 2011? The conference hotel is in a great location affording conference goers opportunity to ex-

Millennium & Grant Parks: The conference hotel is about four blocks from Millennium and Grant Parks, which are known for their exquisite art and public displays.

Navy Pier: A few block further north is the famous Navy Pier. Visitors can take in the view of the Chicago Harbor, or do some shopping at the pier’s many stores.

The Chicago Sun-Times says of Gioco, “the food is creating waves among the culinary cognoscenti”
**GW @ SIOP 2011: CHICAGO! (CONTINUED)**

*Howardson, G. N., & Behrend, T. S.* (2011, April). Internet job-seekers’ information expectations predict organizational attraction. Paper to be presented **Saturday, 9:00 AM**

*Landers, R.L., & Behrend, T.S.* (2011, April) (Chair) Empirical evidence for emerging technology: MUVEs/virtual worlds in human resources. Symposium to be presented **Thursday, 12:00 PM**


*Whetzel, D., & Rotenberry, P.* (2011, April). In-basket criterion-related validity: A meta-analysis. Paper to be presented **Thursday, 2:00 PM**

**Note:** Full-time IO faculty in **bold**, current students in **red italics**, alumni in **black italics**. GW IO PhD. Alumni presenters include Jeff Cucina, Mike McDaniel, Iline Gast, and Debbie Whetzel; Justin Black and Sam Kaminsky are GW undergradutate alumni.

**RECENT GW FACULTY PUBLICATIONS**


*Offermann, L. R.* (In press). Relational leadership, relational demography: Developing high quality relationships between diverse leaders and followers. In M. Uhl-Bien and S. Ospina (Eds.), *Advancing Relational Leadership Theory: A Conversation Among Perspectives.* Information Age Publishing.


**GW @ AMERICAN PSYCHOLOGICAL ASSOCIATION 2011 CONFERENCE**


**GW @ AMERICAN PSYCHOLOGICAL SOCIETY 2011 CONFERENCE**


**SPOTLIGHT ON CURRENT GW RESEARCH**

**Lab Updates**

Tara’s WAVE lab is currently working on a new research project investigating the impact of electronic performance monitoring (EMP) systems on employee perceptions. Specifically, the lab is interested in examining if EMP systems are always perceived negatively, or if such systems can engender positive employee perceptions if the focus is more developmental than administrative.

David’s lab is working on a generational differences in the workplace project that focuses on the methodological challenges that generations data presents. The team is writing a methods paper which will compare and contrast four methods for teasing out the unique contribution of age, period, and cohort effects in generational research. Also, the team is in the beginning stages of a project that is examining the unique and interactive effects of individual, cohort, organization, and macro variables which play a role in an individual employee’s career flow.

Lynn’s team produced three journal submissions in the last few months based on Lynn’s NSF grant. Lynn and Tessa Basford also completed a chapter for an upcoming SIOP book on diversity that focused on Inclusive Human Resource Management, for which they conducted interviews with Chief Diversity Officers from leading organizations. Data was also collected this Fall on gender and microaggressions which is on the docket to be analyzed. Dissertations are beginning on virtual teams, leadership and apologies, multilevel leadership, and the role of leadership in goal alignment.

**2nd Year Projects**

**The Role of Media Expectations in Internet Recruitment: An Examination of Immersive, Interactive Media**

*Garett Howardson; Advisors: Tara Behrend and Lynn Offermann*

This study was the first to empirically examine contradictory propositions for the effects of job seeker expectations on organizational attractiveness perceptions in Internet recruitment and job search. Job seekers’ prior experience with Internet media was expected to account, in part, for differences in usability expectations between higher/lower interactive Internet media. Moreover, higher usability expectations were expected to result in higher organizational attractiveness perceptions by positively affecting attitudes towards the Internet media. We asked 451 participants to view either a high (virtual world) or low (website) interactive Internet recruitment medium, and find that more overall, experienced Internet job seekers have higher usability expectations for Internet recruitment media. Additionally, job seekers in highly interactive Internet media have higher usability expectations, which lead to more positive attitudes towards the website and, in turn, higher organizational attractiveness perceptions.

**Owner Meddling in Sports Organizations: The Impact of Top-Level Leadership on Performance**

*Jamie Severt; Advisors: David Costanza*

Jamie’s 2nd year project is examining the unique contribution of a sports owner’s meddling on the sport team’s performance. This is the first known study to examine top-level leadership in a sports context. Two of the difficulties of studying top-level leadership in general are isolating the top-level leader’s impact on organizational performance and access to top-level leadership data. The sports context was chosen as an appropriate arena to study these phenomena because the available objective data offered by sports teams helps to alleviate both of these problems. Jamie will examine 30 years of data from the MLB and NFL in order to test the hypothesis that sports owner meddling decreases team performance. Data collection is complete for this project and analyses will be completed later this Spring.
Contemporary Issues in I/O: Studying Sports Organizations

The Fall issue of this newsletter fell around the time of the infamous ‘Decision,’ a primetime television special where NBA star LeBron James publicly announced his decision to leave Cleveland, garnering immense backlash from the sports community and raising many I/O-related questions. For example, I/O researchers have studied the changing nature of work, suggesting that workers have become transportable sets of skills rather than lifelong employees. When a high performing employee leaves, the organization may be at blame for its inability to retain top performers. However, that dynamic may break down in professional sports organizations, where we’ve seen employees (i.e., athletes like LeBron James) stigmatized for their decision to leave an organization. This begs the question, can I/O principles be directly translated to describe different types of organizations, such as professional sports teams?

In an attempt to further explore this question, we put out the call to alums and received one particularly interesting response. Jeff Cucina (Ph.D. ’06), GW I/O program alum, responded with a couple of references to SIOP-highlighted studies of general mental ability (g) in the NFL. Measures of g are one of the best predictors of job performance in traditional work organizations, and every newly drafted NFL player is given the Wonderlic test, a measure of g, as part of their initial assessment. Interestingly enough, however, Bryon Lyons, Brian Hoffman, and John Michel found that g does not predict individual performance in the NFL. However, the Wonderlic does predict performance for quarterbacks, a position often considered as the leader of the team. In I/O research, LePine, Hollenbeck, Ilgen, and Hedlund (JAP, 1997) explored the role of leader g and team performance, finding that highly intelligent leaders cannot overcome less intelligent staff members to perform effectively as a team. These results, however, seem to contradict findings of the NFL studies. That is, g’s lack of predictive power may suggest that NFL teams can be successful with an intelligent leader even if the rest of the team is less intelligent. Lyons and colleagues call for NFL teams to conduct more football-specific intelligence tests to better predict athletes’ performance. These contradictory findings highlight the necessity to consider whether ‘accepted’ I/O findings translate into non-traditional organizations, and consider the alternative that different types of organizations merit different treatment.

1 http://www.siop.org/tip/july10/30boutelle.aspx
2 http://www.siop.org/tip/backissues/July05/40boutelle.aspx
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Yours Sincerely,
‘10-’11 Newsletter Editors
Jamie Severt
Garett Howardson
(From Left to Right)